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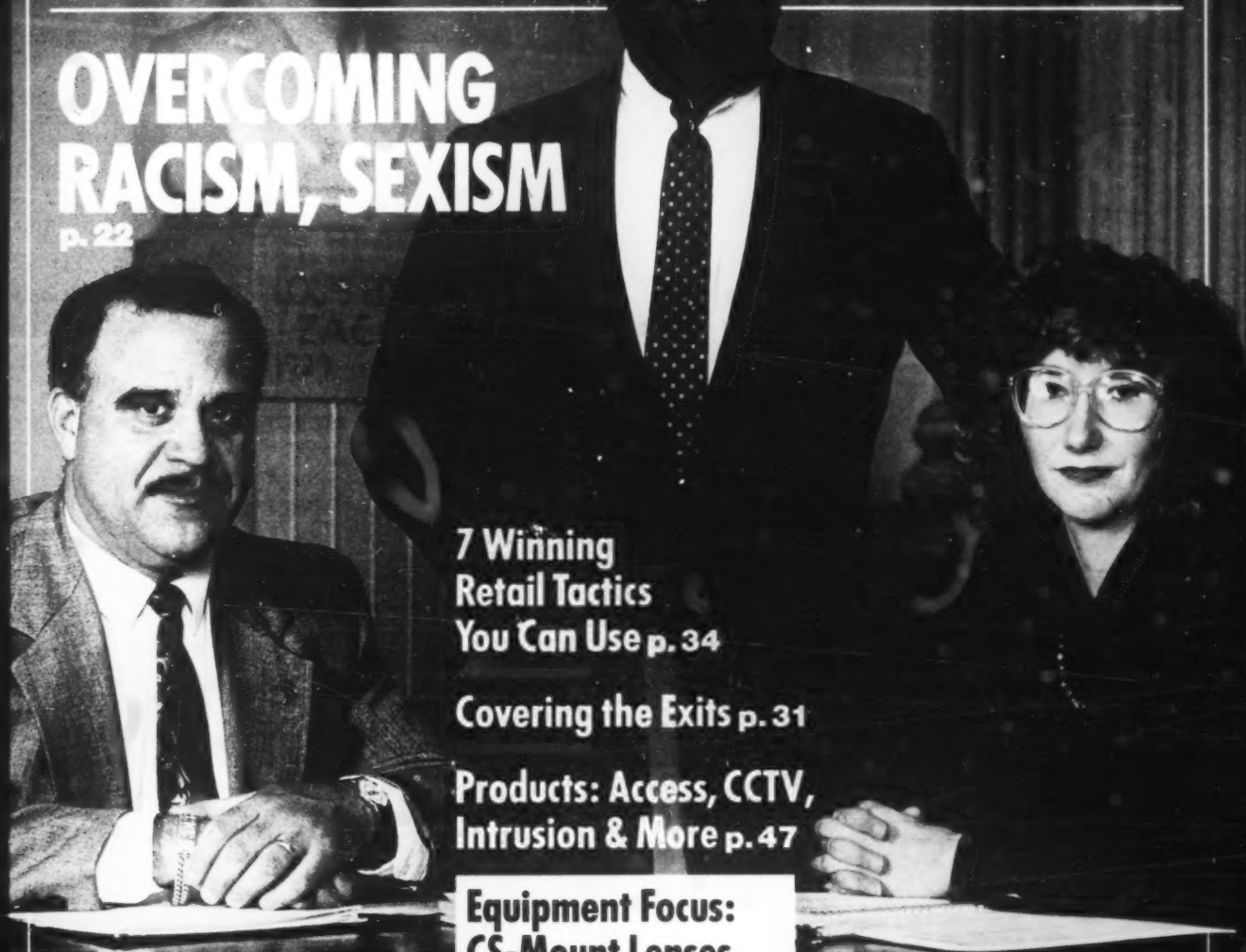
SECURITY®

THE MAGAZINE FOR SEC DECISION MAKERS

OVERCOMING RACISM, SEXISM

p. 22



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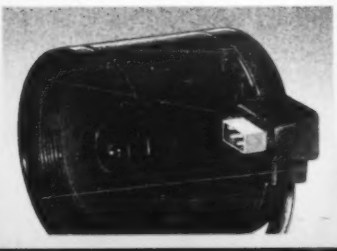

Rene Rodriguez
Manager of Protective Service Operations, The Travelers

Marshall Thomas
Director of Corporate Security and Safety, The Travelers

Mary Mercier
Security Administrator, Hartford Properties, Aetna

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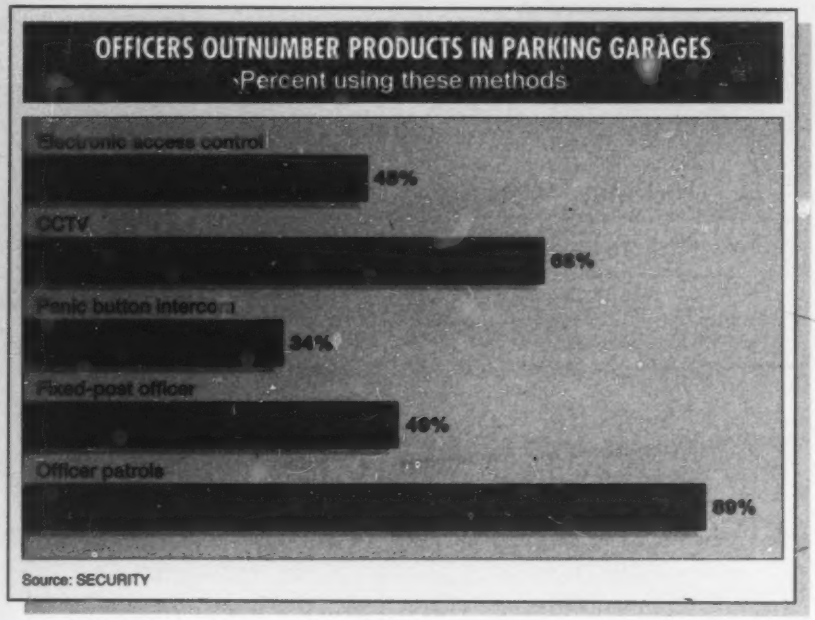
SECURITY INDICATORS

Trends and forecasts for determining loss prevention needs.



Eighty-two percent of security decision makers are responsible for parking area security. Officer patrols — not equipment — most frequently protect the facilities.

PARKING SECURITY

Officer Patrols Are Preferred Protection Among Those Who Secure Parking Garages

Drivers are nearly twice as likely to encounter officer patrols than security technology when parking cars in lots and garages.

So says SECURITY's Fourth Quarterly Telephone Survey, which finds that parking garage security entrusts driver safety to officer patrols more than to any type of equipment. An average 89 percent employ patrols, confirming security's confidence in human protection resources. Among equipment groups, CCTV installations most closely rival officer use.

Most security decision makers are called upon to secure parking lots and garages; 82 percent are responsible for safety at these facilities. Financial respondents are most often expected to assume parking lot and garage security responsibilities.

Security staffs with between 51 and 100 officers are most often assigned parking facility responsibility.

Among equipment categories, CCTV is most widely used for parking security tasks. Industry, especially, opts for CCTV surveillance to protect those who drive to facilities.

Less than half of respondents invest in electronic access control devices to help secure parking areas. Institutions most frequently install readers and issue access cards and codes. Retail uses electronic access control least; the high percentage of non-employee traffic makes this technology less cost-effective than CCTV for some organizations.

Panic button intercoms — those highly-visible tools which allow anxious drivers to immediately converse with security personnel — are slowly catching on among buyers. Government parking facilities use this equipment most.

EMPLOYEE THEFT

Employee Theft Rate Influenced By Pay Cut Explanation

The old saying stands: It's not what you say, it's how you say it.

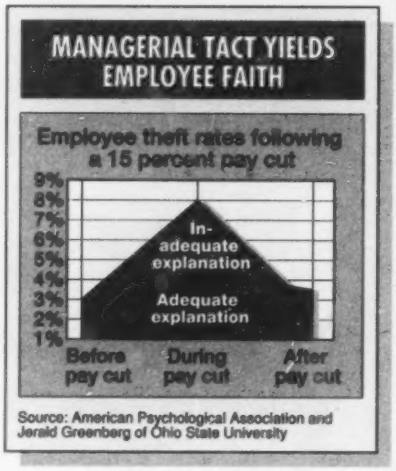
This proved correct when Ohio State University professor Jerald Greenberg conducted a recent study involving employees working in three manufacturing plants owned by one parent company.

Management at two of the plants told employees they would experience a 10-week, 15 percent pay cut. Managers at Plant A told employees the news in a detailed, sympathetic manner followed by a one-hour question-and-answer session. The managers mentioned that everyone would suffer equally and that this action would avoid layoffs.

Managers at Plant B held a 15-minute meeting during which they neglected to describe the basis for the decision. The managers left the room after answering a couple of questions. Salaries at the third plant were not affected.

Employee theft rates rose less than two percent throughout the next 10 weeks at Plant A. Theft rates rose more than five percent at Plant B. Theft rates were unaffected at the third plant.

Turnover increased considerably at Plant B during the 10-week period —12 of 53 employees quit.



Attitude speaks. Theft skyrockets among snubbed employees.

RACISM AND SEXISM

Hard work and experience pay off for minorities who won't accept rejection.

By Brenda Moss
Staff Editor

Discrimination based upon race and sex abounds in private security.

Whether obvious or subtle, this discrimination effectively stalls careers, depreciates image and robs the industry of the benefits a diverse staff brings to the workplace.

An exclusive survey by SECURITY and the International Organization for Black Security Executives (IOBSE) finds that white males comprise the vast majority of high-ranking security managers and security supervisors while a majority of low-pay security officers are non-white males and women. U.S. Bureau of Labor statistics echo the survey's findings.

There is little room for growth for low-rank minorities. And training — the one asset which opens doors for officers — most often goes to whites instead of blacks and hispanics.

The Problem: In Black and White

Nearly three-quarters of minority respondents to the SECURITY/IOBSE survey say they've been discriminated against at some point in their security careers.

Marshall Thomas, director of corporate security and safety for The Travelers Companies, Hartford, Conn., deals with subtle forms of discrimination.

The SECURITY/IOBSE survey mailed to a demographically-balanced readership base reflecting the total security decision maker population.

Thomas, who is black, says all minorities in security deal with some form of discrimination, often without realizing it.

"Subtle discrimination — which is more common — takes place behind closed doors among people with power," Thomas says. "This includes offhand treatment and exclusion from social activities."

Discrimination begins before anybody's hired.

Employers, including security decision makers, exercise biases when deciding who will fill positions.

"If upper management doesn't want high-level minorities at an organization, it doesn't matter what the security decision maker wants," says Chuck Sennewald, CPP, CPO, an Escondido, Calif.-based security management consultant. "Senior management sets the tone on emotional issues such as race and sex."

Marsha Dean Walker knew she'd be the target of blatant racism when she applied for her current position.

Walker, who is black, manages security at Parma Community General Hospital in Parma, Ohio, where less than two percent of the hospital's patients and employees are black.

Once on the job, Walker faced both racism and sexism. Three officers eventually quit because they couldn't deal with blacks or women in management.

"Many employees, visitors and patients don't want to deal with me on a professional level. I've been called everything from 'cop-ette' to 'nigger bitch,'" Walker says. "I consider myself a professional, however, and I act like one even if people are hostile. My main concern is professionalizing the industry."

Keeping Pace With Trends

Diversity by sex, race and ethnic background is now a corporate fact of life, says Workforce 2000, a survey published by Towers Perrin, Chicago. Minorities in security have a chance to succeed if they capitalize on this workforce trend.

DISCRIMINATION: MANY FEEL THE IMPACT
Minorities: Have you been discriminated against sometime during your security career?
73% Yes
27% No
White males: Have you been a victim of reverse discrimination during your security career?
21% Yes
79% No
Source: SECURITY

Nearly three of four minorities say they've been discriminated against because of race or sex. White males cite smaller-scale reverse discrimination.

IN SECU

"There couldn't be a better time for minorities to try to get ahead in security," says Lawrence J. Howe, CPP, president of the American Society for Industrial Security (ASIS) and corporate vice president of security for Science Applications International, San Diego.

"Security has moved from a brawn-centered business to a brain-centered business," Howe says. "Job qualification and capability is primary; technical demands cause people to disregard secondary issues. This is no time to be

Minorities comprise 20 percent of the American workforce and 52 percent of the officer population.

looking at race. If a company doesn't have the most qualified people, it won't survive."

Qualification is synonymous with training, which is hard to come by.

Lack of training most frequently holds minorities back. U.S. Census Bureau statistics show that whites receive 92 percent of formal employer-based training, while blacks and hispanics receive 5 percent and 3 percent, respectively.

Thomas feels corporate America is on track when it comes to seeking trained, qualified minorities for top-level security positions, but he targets criticism at contract security companies where very few minorities hold high-ranking contract positions, he contends.

"Most minorities in security draw

Overcoming discrimination: (From left) Rene Rodriguez, Mary Mercier, Marshall Thomas. Minorities are responsible for making themselves marketable, they agree; education is the key to marketability.

Discrimination Ranges From Covert to Overt

their paychecks from contract firms, but contract security isn't in synch with the rest of corporate America," Thomas says. "Contract hasn't focused on the year 2000 to prepare supervisory blacks to move into mid- or upper-management. Other corporations are paying attention."

Contract security says it's working to keep pace with changing workforce needs.

"Minorities have equal opportunities in both contract and proprietary security," says Alan Bernstein, senior vice president of domestic operations, Wackenhut Corp., Coral Gables, Fla. "There's tremendous talent in this group of people, and it benefits us to find the best employees. The better they are, the better the profit for shareholders."

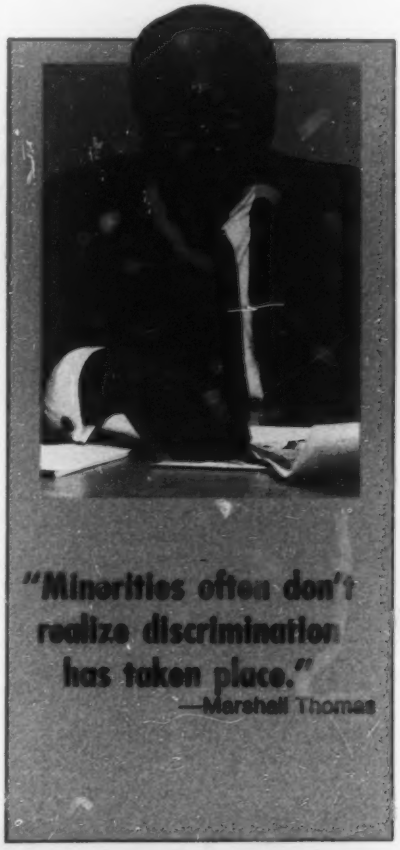
Bernstein says minorities may have an even better chance to get ahead in contract than in proprietary because contract services are expanding.

Wackenhut offers minority-owned contractors financial and training assistance, Bernstein adds. He says large contract firms may provide the best environment for minorities to get ahead.

Overcoming Racism, Sexism

Minorities who move ahead in security set frequent goals and question rejection, says Rene Rodriguez, manager of protective service operations for The Travelers.

"The word 'minority' means a lack of opportunity, not the number of people who belong to a race," Rodriguez says. "Minorities can't expect anyone to help them. They have to set goals, continue their educations, document every accomplishment and obtain letters of reference. They must ask 'why' when rejected, find out what they have to do to get what they want, do it, write it down and — once they're qualified — go back to the person who said 'no.' "



Regulation is an unpopular remedy to discrimination.

Rodriguez is optimistic. "We've already seen some change for the better."

Change is existent — yet slow — for women in security.

Mary Mercier, CPP, security administrator for Hartford Properties, Aetna, Hartford, Conn., oversees security operations and executive protection at a multi-facility campus spanning 2½ million square feet.

"I don't feel like I've been held back in any way because I'm a woman," Mercier says. "I look at myself as a security professional who happens to be a woman. I pride myself on being technically competent.

"Yes, people are sometimes surprised when they ask to speak to the head of security and I reply, 'you are,' " Mercier continues. "Once they know who they're talking to, however, there's never been a problem."

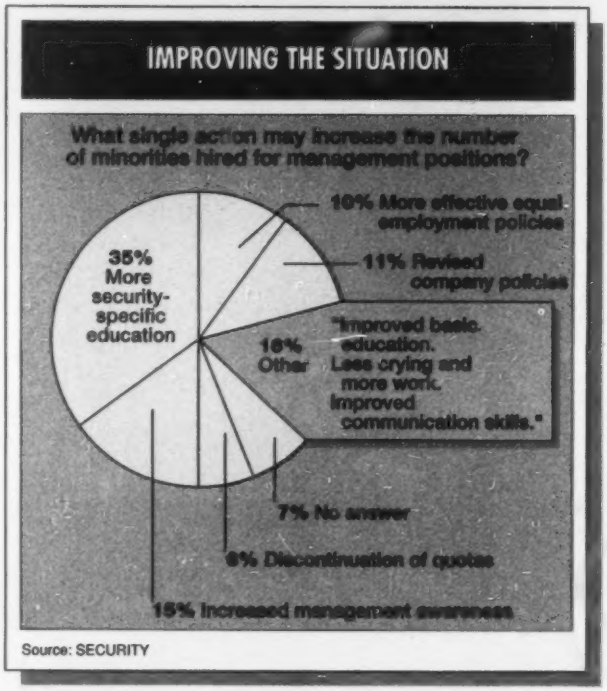
Mercier realizes organizations other than Aetna may not be as receptive to female security decision makers.

"I work for a company that emphasizes getting the best-qualified person for a job," she says. "Aetna aggressively works for the advancement of women. If I were unemployed tomorrow, I may find things different elsewhere."

Mercier doubts better career opportunities exist for women working in female-dominated industries. Competency through experience, education and training — not race or sex — is the key to success in any job, she says.

Women who've reached Mercier's

Education is the ticket to higher-paying security jobs. Training targeted toward minorities, however, is scarce.


IMPROVING THE SITUATION
What single action may increase the number of minorities hired for management positions?
10% More effective equal employment policies
11% Revised company policies
35% More security-specific education
18% Other
"Improved basic education. Less crying and more work. Improved communication skills."
7% No answer
6% Discontinuation of quotas
15% Increased management awareness
Source: SECURITY

Minorities Who Get Ahead Question Rejection

level of expertise are in short supply.

"There's no indication that women are threatening anyone's job in this industry," points out Sennewald. "The women with clout in security keep to themselves because they're identified as rebels if they rock the boat. Women need a voice, visibility, leadership, training resources and career opportunities. None of this will get off the ground without upper management's support."

Walker didn't wait for any management team to express interest in minority advancement. She kicked-off the Association of Private Industry Security Persons (APISP) to nurture professionalism among students, instructors, ven-

Ambitious minorities can benefit from changing workplace demographics.

dors and officers working in security. Prices for APISP's seminars are based on what the average officer can afford to pay. Seminars are held in Cleveland.

"Members are feeling better about their jobs because of their involvement in the association," Walker says. "We're working to defeat low morale and low pay among minorities."

Thomas is a founding member of the International Organization of Black Security Executives (IOBSE). Formed in 1982, the 50-member association heightens minority career awareness and acts as a liaison to business and special interest groups on industrial security matters which affect minority communities.

ASIS president Howe says his association is also working to better qualify minorities for high-potential security positions, though he acknowledges the lack of career advancement in the officer ranks.

"Coming in as a guard is almost a dead-end," Howe acknowledges. "ASIS wants to dispel minority reluctance to get ahead. We're trying to expand training opportunities to the community college level. Education will allow minorities to enter the field as something other than officers."

Government: Hands-Off

Regulation is an unpopular remedy to racial and sexual discrimination. Just 13 percent of respondents to the SECURITY/IOBSE survey agree there needs to be more regulation of the industry relative to the number of minorities hired.

"Regulation is just a way to avoid the problem," says Thomas. "It's unfair to corporate America to be placed in a position where it must meet quotas. Some minorities think they're owed something, but they have to earn success like anyone else."

Rodriguez agrees. "Quotas are a way to balance an unfair system, but people will find ways to circumvent the system if it's regulated," he says.

DATA SECURITY BANK

SECURITY FACES MINORITY-RELATED ISSUES

Statement	Strongly Agree	Agree	Ambivalent	Disagree	Strongly Disagree
Racial discrimination is present in the security field.	14%	33%	31%	16%	6%
Most minorities are stuck in low pay, low promotion security jobs.	15%	24%	30%	24%	7%
If security hires more minorities, the quality of security is compromised.	1%	5%	13%	42%	39%
I consider job candidates' minority status when I decide who to hire.	5%	15%	18%	30%	32%
There are enough women working in security.	4%	4%	40%	38%	14%
Women security personnel present a less secure image.	3%	11%	12%	44%	30%
There are too few minorities holding security supervisory positions.	19%	29%	28%	20%	6%
National security management associations do not actively recruit minority members.	13%	17%	47%	17%	6%

Source: SECURITY

Security decision makers reveal biases relative to minorities in security.

Minorities who plan to get ahead in security aren't looking for help from the government or from anybody else. All women and non-white males featured in this article say they've reached their goals on their own time and money. They're equipped with education and experience. All they need are organizations that can recognize talent and appreciate diversity.

"All individuals have an obligation to themselves and to their families to succeed," Thomas concludes. □

SECURITY SERVICES

A guide to selecting and staying informed on security services.

Take Time to Fine-Tune Contract Officer Evaluation

By Rebecca D. Russell
Senior Editor

Communication is the cornerstone of any successful business relationship. Yet it doesn't always get the attention it requires.

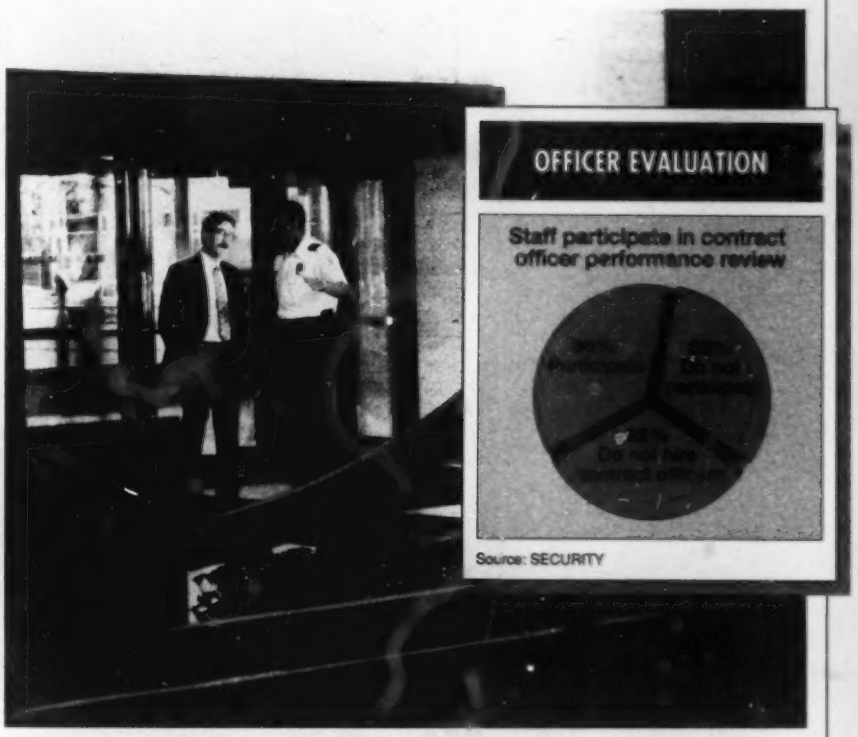
This is often true when security departments invest megafunds in contract security officers, yet fail to provide input on officer performance.

In a recent national telephone survey, slightly more than one-third (36 percent) of SECURITY readers say a member of their in-house security staff assists with contract officer performance reviews. Of that 36 percent, 72 percent follow a written agenda for points of discussion.

What is the impact of security's participation? Most decision makers who participate in the contract officer evaluation feel their involvement plays a minimal role in how the contract service finally evaluates the employee.

- Most respondents, 44 percent, say it counts for between 26 and 50 percent of the service provider's evaluation.
- On the opposite end of the scale, 29 percent say their evaluation is a factor less than 25 percent of the time.
- Only 8 percent think their input has any bearing on a performance review 51 to 75 percent of the time.
- Nineteen percent say it influences the evaluation 76 to 100 percent.

Decision maker participation depends on security department mindset.



Security officer service provider and staff communication is crucial to get the best return for investment. A recent telephone study reveals decision maker involvement.

Willing Participants

Many claim that they hire the contract officer service to oversee everything, including evaluation. "The manager says he is paying for us to manage the service and oversee how well people are doing, so it is our responsibility to correct problems," says Kevin O'Conner, vice president of national accounts, Pinkerton Security and Investigation Service.

Douglas Goode, executive vice president, Professional Security Bureau Ltd., says the organization solicits input, yet participation "depends on how much they want to get involved."

Others are more than willing to provide input. This is most often accomplished by filling out an evaluation form supplied by the contract officer service provider.

Al Bernstein, Wackenhut Corp. senior vice president of domestic operations, says the company mails an evaluation form to decision makers at least twice a year. The form asks questions about quality of service, officer appearance, training, incident reports and management response satisfaction.

Return on Investment

However, Bernstein says, not enough people take advantage of the opportunity. "Here is a perfect way for the client to tell me his problems," he says. And, he adds, the company does factor response into officer evaluation.

Levy Security Consultants Ltd., Chicago, sends out a Performance Appraisal Form which asks for rating and evaluation of such areas as professional demeanor, dependability, job knowledge, quality of work, cooperation and judgment. Barry Levy, CPP, chairman and chief executive officer, says the company encourages security departments to participate.

The Security Bureau Inc., Pittsburgh, involves clients in designing officer performance criteria included in the contract. "We want to do things better," says Gordon Ellis, president and chief operating officer. "So we customize what we call our Officer In Charge program that covers selection, compensation, incentives and bonuses, based upon what the client would like to see."